

Inter-American Foundation
Meeting of the Board of Directors
March 31, 2014

The Board of Directors of the Inter-American Foundation (IAF) met at the IAF at 1331 Pennsylvania Avenue, NW, Washington, DC 20004, on March 31, 2014. Board Members present were Eddy Arriola, Chair; Amb. Thomas Dodd, Vice-Chair; Jack Vaughn, Secretary; Kelly Ryan, Member; and John P. Salazar, Member. IAF Advisory Council Chair Amb. Alexander Watson also attended. IAF staff members in attendance were Robert Kaplan, President; Stephen Cox, Vice-President for Programs; Lesley Duncan, Chief Operating Officer; Manuel Nuñez, Managing Director of External and Government Affairs; Emilia Rodriguez-Stein, Director of Evaluations; Paul Zimmerman, General Counsel; Rosemarie Moreken, Analysis and Evaluations Specialist; Megan Fletcher, Congressional Affairs Specialist; and Alexis Toussaint, Acting Executive Assistant.

I. Call to Order

Prior to the meeting, new Board Chair Eddy Arriola asked John Salazar to chair the meeting, as Arriola had only recently been appointed to the position on March 20, 2014, and Salazar had prepared the agenda for the meeting in his role as Acting Chair before that date. Salazar called the meeting to order and congratulated Arriola on his appointment.

II. Approval of the Minutes

The minutes of the meeting on December 9, 2013 of the IAF Board of Directors and Advisory Council were approved and adopted by a unanimous voice vote.

III. Management Report

A. Overview (Robert Kaplan)

IAF Board Positions and Nominations

IAF President Robert Kaplan reported on the status of Board positions and nominations. President Obama designated Eddy Arriola as Chair on March 20, 2014. Arriola will be the tenth Board Chair in 45 years. Ambassador Thomas Dodd continues as Vice-Chair. Four Board nominations are now with the Senate Foreign Relations Committee:

- Mark Lopes, currently serving at Deputy Assistant Administrator at USAID and nominated by President Obama last year to be the United States' Executive Director on the Board of the Inter-

American Development Bank, in the position last held by Hector Morales and with a term ending September 20, 2016

- Roberta Jacobson, Assistant Secretary of State for Western Hemisphere Affairs, in the position last held by Adolfo Franco and with terms ending September 20, 2014 and September 20, 2020
- Juan Carlos Iturregui, Senior Advisor at Dentons law firm, in the position currently held by Ambassador Dodd and with terms ending June 26, 2014 and June 26, 2020
- Annette Taddeo-Goldstein, Founder and CEO at LanguageSpeak, Inc., in the position currently held by John Salazar and with a term ending September 20, 2018

Kaplan also reviewed the terms for current IAF Board members. Eddy Arriola's term is through October 6, 2016. Roger Wallace's term ended October 6, 2008, and he continues to serve until replaced. Jack Vaughn's term ended September 20, 2012, and he continues to serve until replaced. Kelly Ryan's term ended September 20, 2012, and she continues to serve until replaced. There is one vacant position last held by Gary Bryner (deceased), and the term runs through June 26, 2014.

Kaplan thanked IAF General Counsel Paul Zimmerman for his work with the White House Office of Personnel, the Office of Government Ethics and the Senate Foreign Relations Committee to ensure complete supporting information on each candidate, including assessment of potential conflicts of interest so that the Senate can consider the nominations.

IAF Budget

Kaplan reviewed the IAF's total budget authority for FY 2014. Congress enacted an appropriation of \$22.5 million, the same level appropriated in FY 2012 and higher than the IAF's appropriated funds in FY 2013 under the continuing resolution with a 5 percent cut due to the sequester. With \$6 million this year from SPTF and the IAF's fundraising target of \$1.1 million, the IAF expects to have a total operating budget this year of about \$30 million. This amount is less than the \$31.1 million available in FY 2012 and more than the \$26.6 million budget in FY 2013. Kaplan noted that the IAF is about 50 percent ahead of where it was last year in implementing its budget -- program is running a bit less than twice the pace of last year and program support, about 30 percent ahead.

Regarding the IAF budget for FY 2015, the President asked Congress for an appropriation of \$18.1 million, the same as the request in FY2014, but \$4.4 million (20 percent) below the enacted level.

Bridge Builder Award

Kaplan thanked all members of the Board and Advisory Council (and others) who made it possible for the IAF to fill a table with supporters at the ceremony convened by Partners for Livable Communities on February 6 in Washington. He thanked Ambassador Dodd and Ambassador Watson for participating on behalf of the Board and Advisory Council. The IAF was among ten honorees, including both individuals and organizations. The IAF's communications team publicized the honor and it has been added as an endorsement in IAF donor engagement presentations.

Program Office Realignment

Kaplan reported, as mentioned in December, that the IAF is realigning its program staff to help provide strong leadership and adequate resources to build out the IAF's grassroots network and plug

into strategic thematic opportunities. The realignment is also intended to better support IAF's fundraising, as many potential donor partners are organized around a specific set of topics where IAF needs to be able to demonstrate value. Management of our program, currently under a Vice-President for Programs, will instead be under two Managing Directors: one for grantmaking and portfolio management, and the other for networks and strategic initiatives.

Kaplan's Trip to Peru

Kaplan recounted his recent experience accompanying the IAF's program officer for Peru on a visit to the sites of three projects and to participate in an exchange conference with two dozen IAF grantee partners in Peru. Kaplan commented that his experience in Peru underlined the power of the IAF's grassroots network – an idea discussed with the Board and Advisory Council in December. In one case, Kaplan visited with a coffee cooperative (also the focus of an a recent ex-post assessment by the Evaluations Office) whose idea to diversify into brown sugar production grew out of a visit to a coffee cooperative in Colombia that was also producing brown sugar. Today, the Peruvian cooperative has over 4,000 members, is diversified into brown sugar and cacao, and grosses \$8 million in exports per year. The two-day exchange among Peruvian grantee partners illustrated how diversity in IAF grantee partners enriches the way each partner sees the work in its own community or communities where it works.

Event at Center for Strategic and International Studies (CSIS)

Kaplan was featured at an event hosted at CSIS by Daniel Runde, director of the organization's Project on Prosperity and Development. The format was a wide-ranging interview, in which Kaplan summarized IAF's mission, approach and ongoing programs and emphasized the cost-effectiveness of the IAF's work. Topics in the Q&A included: sustainability, evaluation and learning from failure, private sector partnerships and RedEAmerica, the IAF's relationship with other U.S. government agencies, the power of networks, how IAF strengthens organizational capabilities, and IAF's work in middle income countries. A videorecording of the event is posted on IAF and CSIS websites.

Meeting with Roberta Jacobson, Assistant Secretary of State for Western Hemisphere Affairs

Kaplan reviewed his recent meeting with Assistant Secretary of State for Western Hemisphere Affairs, Roberta Jacobson. They discussed on-going IAF-State Department collaboration, including the Americas Partnership for Social Inclusion and Equality (APSIE) and the Inter-American Social Protection Network (IASPN), and Kaplan mentioned a presentation on our chronic violence learning initiative that same day to State Department staff. Kaplan suggested there may be opportunities for the State Department to make a strategic investment to keep the IAF engaged in countries where USAID no longer has a program. This would enable the United States to maintain positive professional engagement with local civil society organizations at a very modest cost. Jacobson expressed interest in visiting with IAF grantee partners when she travels to the region.

Kaplan's Mexico Trip (February)

Kaplan traveled to Mexico in February to participate in the IAF fellows' mid-year conference and in meetings with Advisory Council members (Amb. Dodd will report later in the meeting). He found the group of this year's fellows to be energetic and engaged, and noted that two are working directly with IAF grantee partners (not a common occurrence). A medical emergency during the conference

involving a participant underscored the advantage of contracting with the Institute for International Education to administer the program. Health insurance coverage provided by the contractor allowed her to undergo surgery in Mexico and be medically evacuated out of the country.

Kaplan and IAF Representative for Mexico Gabriela Boyer met with advisory council member Rafael Fernandez MacGregor, who organized a meeting with the Mexican Institute for Entrepreneurship (INADEM). Advisory Council member Nicolas Mariscal also arranged a meeting with Lorenzo Servitje, founder of Bimbo Bakeries and now the Executive Director of a family foundation, Fundacion Sertull. Sertull subsequently communicated its intention to contribute Mex\$600,000 (about US\$50,000) this year to co-fund a project in Mexico with the IAF.

Donor engagement

Kaplan reported that we continue to explore potential collaboration with an impact investor, Pomona Impact. In addition, IAF External and Government Affairs Managing Director Manuel Nuñez and the IAF's Representative for Argentina Jeremy Coon were recently in Argentina, where they met with John Deere's corporate team and visited an IAF grantee partner.

Amb. Watson commended staff who work on publications. He noted they are very well done and that project examples are easy to understand. Salazar agreed and also noted the effective use of photographs.

B. Program Update (Stephen Cox)

Vice-President for Programs Stephen Cox reiterated that realignment of the Program Office will create two organizational units (one focused on grantmaking and the other on networks) to allow the IAF to build on what we do well – thoughtful grantmaking, ongoing monitoring and support of grantee partners and measuring of project results – and do more to strengthen the IAF's networks among current and former grantee partners, learn from grantee partners, help build their capacity and sharpen the IAF's value proposition to funding partners.

Country Priorities

Cox described efforts underway to more clearly define country priorities so that the IAF can be more strategic about where it allocates resources as realignment takes place without expanding staff. All countries in the IAF portfolio are important. Yet, the timing is right to look at priorities and assignments as two program staff will retire this year and as we will be reallocating staff effort to reflect the new alignment. The criteria for evaluating country priorities include relative priority for US interests, potential for a robust portfolio, IAF in-country capacity, the operational complexity of the country environment, and the potential to make an impact in the civil society sector.

We plan to organize our grant funding in two tiers of countries. In both tiers, the IAF would look to fund initiatives that increasingly add to and inform the IAF's body of work on strategic themes. In higher priority countries, the IAF would continue its trademark responsive funding with broad portfolios. In other countries, the objective would be to be more selective in grantmaking and fund initiatives that only add value to strategic themes or other program-wide priorities.

Strategic Themes

Cox updated the Board on emerging strategic themes of focus for IAF grantmaking, presented in greater depth at the previous Board meeting in December: migration and diaspora engagement, sustainable smallholder agriculture, chronic violence, community-based resource management, and community philanthropy. While the IAF's historically responsive grantmaking is an important core value to continue, the IAF has a lot to gain by investing in a handful of strategic themes and generating shareable lessons in those areas. The IAF increasingly seeks to be recognized as a thought leader regarding how to help communities thrive; this is also critical for establishing funding partnerships. Themes identified thus far have a clear link to US priorities, are areas in which the IAF has a portfolio of experience, and demonstrate value-added to grantee partners.

In the thematic area of migration and diaspora engagement, the IAF has conducted a portfolio analysis to harvest lessons from our grantmaking in this area. Potential thought partners include IAF grantee FUPEC, CAMMINA (which includes Ford, Avina and Open Society Foundations) and the Rockefeller Aspen Diaspora Project. IAF is planning an exchange of diaspora leaders from different countries in El Salvador later this year to engage them on how to work more effectively in migrant-sending communities.

Regarding sustainable smallholder agriculture, or agro-ecology, the IAF has completed a draft overview of the subject area, including a first look at IAF projects in this theme. There is an active network of IAF grantee partners that convened at the 2012 Ecovida conference in Brazil and are looking for next steps.

On chronic violence, the IAF hosted an overflow crowd in December for the third meeting of an international working group of government and nongovernmental organizations and thought leaders, convened by scholar Tani Adams. With IAF support, Adams has developed a framework for understanding how chronic violence affects individuals, communities and societies, particularly in capacity to engage in civic life. Two officials from the Department of State joined the meeting, which led to follow-up meetings at the State Department to explore how the chronic violence framework applies to the larger U.S. Government agenda. In addition, as a result of the November 2013 regional meeting on chronic violence with representatives of five grantee partners and IAF staff, three of the groups (in Ecuador, El Salvador and Guatemala) are bringing forward new project proposals to continue or deepen their work to address chronic violence or apply the framework.

A large proportion of IAF grantees are involved in some aspects of community-based resource management. The IAF sees an emerging interest in constructive engagement by the community in issues including natural resource extraction and infrastructure development. The IAF has also been in conversations with organizations, including the Center for International Environmental Law, the Due Process of Law Foundation, Counterpart International, and the Ford and Avina Foundations, that are looking at how communities engage in discussions of how extractive industries affect community well-being. Later this week the IAF will host two grantee partners from Guatemala that are facing these issues.

Community philanthropy is another emerging programmatic theme. The IAF is working closely with the Global Alliance for Community Philanthropy to explore ways to promote the sector and share best practices. IAF has also begun exploring interest among U.S.-based community foundations in

supporting initiatives in Latin America. In particular, the Foundation is exploring potential partnerships with U.S. community foundations with the capacity to raise funds from private donors who may be interested in international philanthropy, but have little capacity and infrastructure to do international funding on their own. Cox and staff of the Program Office held two exploratory meetings with local community foundations, one with the Community Foundation of the National Capital Region and another with the Arlington Trust.

Cooperative Agreements

We will be looking to cooperative agreements – a funding mechanism distinct from the grants that comprise the majority of IAF funding actions – as a creative way for the IAF to partner with key collaborators on strategic and thematic initiatives. Cooperative agreements are funding actions in which the IAF takes an active role in the design and implementation of projects. RedEAmérica cooperative agreements serve as examples. Partners to the cooperative agreements define the objectives and how much they each will contribute, discuss the evolution of priorities over the life of the agreement and have considerable flexibility to adapt to changes as the partnerships evolve.

New cooperative agreements under development include: with Just Associates (JASS) for providing leadership training for indigenous women leaders in Mesoamerica; with Cambio Democratico for training communities in negotiations regarding infrastructure projects and extractive industry practices; and with former grantee Minga Peru for training other partners in developing and executing marketing and communications strategies. Such cooperative agreements would support these partners' ongoing programs, enable IAF grantee partners to better access their services, and help both cooperative agreement partners and IAF grantee partners take their work to the next level.

Networks

Cox reiterated that one of the IAF's greatest opportunities ahead is to build networks in which current and former IAF grantee partners can connect and share great ideas. At this moment, this is a latent asset of which the IAF is not taking full advantage. Building network(s) represents a great challenge, as it could include more than 5000 current and past grantee partners, more than 1000 current and alumni fellows, hundreds of current and former IAF in-country professionals and hundreds of NGO, foundation, government and business partners. The Program Office realignment will result in more resources dedicated to these priorities. The Foundation is currently reviewing open electronic platforms that may adaptable to these purpose. However, Cox emphasized that the networks the IAF envisions are much more than electronic spaces to share documents; they are about shared conversation and building lasting relationships.

C. 2013 Results Report (Emilia Rodriguez-Stein and Rosemarie Moreken)

Evaluation and Audits Director Emilia Rodriguez-Stein noted that the Evaluations Office is looking at how we use the information we collect from grantees, including in ex-post assessments of selected grants several years after they conclude. The next set of ex-post assessments will likely be conducted on eight grants in five countries and will have a thematic focus on participatory democracy.

Evaluation Specialist Rosemarie Moreken reviewed the IAF's system and methodology for evaluating the results of grants, which have been published in an annual report since 1999. The Grassroots Development Framework (GDF) was developed by the IAF and remains its principal evaluation tool, although it is always evolving and improving. The GDF seeks to identify tangible and intangible results at different levels (the individual, the organization, and the society). It currently tracks 41 indicators; some new, potential indicators related to the environment are being tested.

Grantee partners are introduced to the GDF by the "data verifier" at an orientation meeting. (A data verifier is an in-country professional with strong evaluations experience and respect for grantee partners who works for the IAF on a five-year contract.) The data verifier visits the grantee partner to finalize the selection of five-to-six indicators that the grantee partner will measure and monitor throughout the grant period. The initial visits serve to capture a baseline for project assessment.

Data verifiers help grantees identify tools to measure and report their results every six months. Data verifiers conduct periodic site visits to check the data reported and hear grantee partners reflect on what they have accomplished. Over the years data verifiers have found underreporting to be more common than overreporting errors. The data in verified grantee reports is aggregated in the end-of-year "Results Report." At the end of the grant period, data verifiers produce a project history that reviews the goals of the project, the results, and lessons, and serves to capture qualitative information not aggregated in the results reports.

The IAF evaluation system is cost-effective, uses local and in-country knowledge and builds the capacity of grantee partners to track progress and identify areas for improvement. The data serve the grantee partners, IAF in-country teams, IAF staff and feeds documents submitted to the Office of Management and Budget (OMB), the Congressional Budget Justification and other publications. In February, a representative of the USAID's Office of the Inspector General visited and was impressed with the IAF's system of evaluation and audit for avoiding waste and abuse. He said that he had not seen a system like in at other agencies and encouraged the IAF to share it with others.

Moreken provided a sampling of some of the results included in the FY 2013 Results Report, which was distributed to Board members before the meeting.

Vaughn asked how the IAF gathers precise data for results indicators, such as the number of jobs created or sustained. He wondered about OMB's interest and whether OMB staff ever question this. Rodriguez-Stein responded that OMB is very supportive of the IAF's job-creation strength and asked the IAF to highlight this number in the last meeting.

Amb. Watson asked whether the IAF could require all grantees to report on those indicators that OMB consistently finds to be most important. Rodriguez-Stein responded that this would be possible, but some grantees decide that other indicators are a better fit with the objectives of their project. Selecting just five or six indicators usually matches their capacity. Moreken noted that grantee partners often want to add more indicators as the grant progresses.

Ryan suggested that it would be important to report on job creation in all projects, given the environment and interest in Washington. She also suggested that a more precise indicator for "improved health" might be more useful.

Ryan asked about analyzing the results by country or by whether the country is “tier one” or “tier two.” This might shed light on what types of projects, activities, themes, etc. are yielding the greatest results. Cox agreed that this kind of aggregation of results indicators could help when demonstrating our leadership in development issues to potential partners, such as illustrating grantees’ success in agriculture for Caterpillar.

Ryan asked whether the IAF shares feedback with grantees regarding where they fall in comparison to other grantees. Moreken responded we do not currently do that. Ryan also emphasized the need for grantees to measure not just outputs, but change in behavior.

D. Congressional Budget Justification and Donor Engagement (Manuel Nuñez)

Congressional Budget Justification (CBJ)

External and Government Affairs Managing Director Manuel Nuñez reviewed the IAF’s congressional strategy and budget justification document. He described the importance of understanding congressional priorities, having a presence on the Hill and promptly responding to congressional staff requests (taking less than 24 hours in most cases). Nunez also highlighted the central role transparency and willingness to discuss successes and failures has played in generating credibility for the IAF.

The IAF distributed the CBJ to key Congressional offices the week of March 17 shortly after the President submitted his FY 2015 budget request to Congress. The main messages in support of funding were that the IAF: 1) serves U.S. interests; 2) complements broader U.S. development efforts; 3) provides a cost-effective approach to foreign assistance; and 4) focuses on marginalized groups. The cost-effectiveness argument has resonated most broadly and strongly. We have also received positive feedback on the value of IAF presence where there is little or no other U.S. foreign assistance presence, IAF’s ability to leverage resources and our efforts to involve the private sector.

Nunez reviewed the rosters of House and Senate Appropriations Committees (particularly the subcommittees that deal with Foreign Operations), the House Foreign Affairs Committee (particularly the Subcommittee on the Western Hemisphere) and the Senate Committee on Foreign Relations (particularly the Subcommittees on Western Hemisphere and on International Development). Other key Members who do not serve on these committees include those with geographic proximity to the border or a thematic interest.

John Salazar complemented the IAF on how it works with Congress.

Donor Engagement

Nuñez updated the Board on donor engagement work. Nuñez recently visited Argentina with IAF Representative Jeremy Coon where they met with representatives from John Deere to continue exploring a partnership. Ambassador James Jones originally facilitated the connection to John Deere. The Deere Foundation has a global community development fund, but little presence in Latin America. Rosario, Argentina is one of Deere’s oldest international production sites.

In Argentina, Nuñez and Coon met with Deere's Head of Corporate Relations for Latin America and the manager of the Rosario plant site. Nuñez, Coon and the Deere team also traveled to Mendoza to visit an IAF project. The Deere Foundation has asked the IAF to put together a partnership proposal for presentation at their Board meeting in May.

Amb. Watson commented on the potential exploitation of natural gas resources expected in northwest Argentina in the future. Although it is still early, he cautioned that this exploration will be controversial and IAF should be aware of its potential impact on partnerships.

In other developments, Nuñez reported on ongoing strategic alliance discussions between impact investing firm Pomona Impact and the IAF. Swiss bank Vontobel's U.S. wealth advisory arm has expressed an interest in exploring a Pomona Impact/IAF alliance as an asset class. Vontobel is underwriting and hosting an event in Dallas, TX on April 25 to showcase IAF and Pomona Impact to their clients.

Ryan commented that migration and development is a timely issue now garnering lots of attention, and she sees opportunities to link the IAF to the topic. She suggested that IAF explore having a presence at the World Economic Forum in Davos next year. In order to build up to that, Ryan offered to work with the International Organization for Migration to identify opportunities for the IAF to get some international visibility on this theme. Ryan says the Forum wants to highlight creative ways to do development.

E. IAF's Corporate Structure (Paul Zimmerman)

Paul Zimmerman described the IAF's corporate structure, challenges it poses for new creative partnerships with co-funders or donors, and legal options for moving forward. He cautioned that conversations on these internal matters are still at an early stage.

The IAF's enabling legislation, which states that the IAF "shall be a nonprofit corporation," and shall have broad authority to accept gifts, indicates that the original intention was for the agency to operate flexibly and with funding from both public and private sources. At the same time, the way in which OMB and the Treasury Department extend their oversight and control to private funds managed by the IAF may impose unnecessary inefficiencies and inhibit potential partners.

As the IAF seeks to attract private donations and establish creative partnerships with other organizations, it would be useful to be able to open and manage its own bank account and make disbursements without having to go through the accounting processes required by OMB and the Treasury Department for appropriated and other public funds. One way to accomplish this would be to create a subsidiary 501(c)(3) in order to receive and manage the funds from various partnerships.

As a government entity, the IAF may not do anything without explicit authorization. The IAF's statute states, "*The Foundation, as a corporation— ... (11) shall have such other powers as may be necessary and incident to carrying out its powers and duties under this section.*" Ordinarily, this would suggest that the IAF Board would have the authority to decide if creating a subsidiary 501(c)(3) is necessary and incident for the IAF to carry out its mission.

Zimmerman noted that the National Endowment for the Arts (NEA), which shares similar status as a government corporation, explored some years ago if it could create a 501(c)(3) to receive private funds. The Department of Justice found that the NEA did not have the authority to do so because the Government Corporation Control Act (GCCA) barred the NEA (and all government entities falling under the GCCA) from doing so unless specifically authorized to do so by Congress. Zimmerman said that this logic would also apply to the IAF.

Zimmerman suggested that there are several options for achieving the desired objectives, including asking Congress to amend the language in our enabling legislation either to authorize the creation of a subsidiary non-profit or make the GCCA inapplicable to the IAF. Other options that would not require an act of Congress may include creating a trust account or entering into a contractual relationship that specifies all the desired particulars, including flow of funds from income.

Zimmerman noted that his work on this matter has benefited from pro bono legal advice from Baker & MacKenzie, facilitated by Advisory Council member Hector Morales.

Ryan asked if any federal agencies have a non-profit subsidiary. Zimmerman mentioned the Smithsonian and the Wilson Center as examples, but noted that their historical backgrounds are different than the IAF. Both are government-private hybrid corporate structures.

Salazar voiced support for the IAF to continue to explore options that ensure a corporate structure that supports partnerships for its strategic initiatives.

IV. Report on IAF Fellows Mid-Year Conference (Ambassador Thomas Dodd)

Amb. Dodd shared reflections and observations from his five days at the IAF Fellows Conference in Mexico City.

First, the IAF Fellows Conference is a unique opportunity for doctoral candidates to meet and collaborate with others across disciplines and fields of study. By the end of the week, students had planned collaborative efforts across fields. This is important in the development of their careers, as any university grant requires an inter-disciplinary approach.

Second, the influence the fellows have on the grassroots organizations and vice versa is profound. He believes each of their lives are changed by the fellowships. He urged the IAF to explore what these scholars can do for the IAF in the short and long terms. He suggested having fellows write about some of the grassroots organizations the IAF is funding. Amb. Dodd remarked that the fellows are some of the finest young people he has met; many will go on to positions of influence. He urged the IAF to keep up its support of the fellows program.

Third, Amb. Dodd asked the group of fellows, what has changed in the grassroots organization and in its relationships with other grassroots organizations and with government? The answer he heard was that grassroots groups are doing more to influence and impact public policy. The failure of government to listen to and strengthen civil society has been one of the fundamental flaws of governments that have come to power. The grassroots organizations are having a profound influence strengthening each other. For some organizations, such as those in Ciudad Juarez and El Salvador, addressing local challenges means taking on risk in dangerous conditions.

Fourth, as Amb. Dodd was all but certain this would be his last IAF Fellows Conference, he shared some advice with the students. He urged the fellows, who will go into a variety of professions, to move outside the classroom in order to share their knowledge broadly by, for example, giving briefings to decision-makers in the public and private sectors. He also encouraged the fellows to keep a journal or diary, which may turn out to be more interesting than their lectures. What fellows and organizations learn from each other can be revealing.

V. IAF Goodwill Ambassador (Kelly Ryan)

Kaplan introduced this topic by noting that Kelly Ryan had suggested at a previous meeting that the IAF consider naming a celebrity goodwill ambassador.

Ryan explained that she had followed up since then with colleagues at a UN organization to hear their experience, which has generally been quite positive. One benefit is that a celebrity goodwill ambassador attracts media and others to events that they would not otherwise attend, bringing greater visibility to specific issues and initiatives.

Ryan said that she had discussed the idea with other colleagues in the U.S. government who suggested Mexican actor and director Diego Luna as a potential goodwill ambassador for the IAF. Luna is the director of the just-released biopic on César Chavez and a well-known actor. He is co-founder of the production company Canana Films along with childhood friend and fellow actor Gael Garcia Bernal (*The Motorcycle Diaries*) and Mexican producer Pablo Cruz. The company focuses on Mexican- and Latin American-themed features that deal with social justice issues.

Nunez reviewed criteria for evaluating Luna as a potential goodwill ambassador including: endorsement potential (familiarity, impact, endorsement status); personality and the values he represents; and match with the IAF. While raising awareness of the IAF, would he also *strengthen* our brand image?

Neither Ryan nor Nunez uncovered anything controversial about Mr. Luna. Ryan said she was impressed by the maturity and measured judgment of his responses to reporter questions on immigration. Ryan also thought his relatively young age could be advantageous in bringing the IAF's work to the attention of a younger audience.

Zimmerman clarified that there are no legal prohibitions or restrictions that would prevent the IAF from establishing a formal relationship with a goodwill ambassador. The IAF would still have to consider the terms of the relationship, including how to terminate it if that were necessary.

Board members responded favorably to the concept of a goodwill ambassador and discussed Luna as a candidate. They discussed the relative merits of calling on a U.S. citizen vs. a citizen from the region. They underscored the importance of ensuring that the ambassador be someone with a passion in line with the IAF's mission. Ryan noted that Luna seems very interested in empowerment and in leveling the playing field.

Based on the discussion, Ryan will reach out to a colleague who may be able to facilitate contact with Luna. Nuñez, Zimmerman and Kaplan will support her in the outreach and in clarifying specific role and terms if he is interested.

If discussions with Luna proceed favorably, Salazar suggested presenting a “final package” to the Board for approval.

Closing Words from former Chairman Salazar

Salazar offered some words at the close of his role as Acting Chairmanship. He contrasted the blooming initiative and energy now at the IAF with the environment when he started. Rather than working in silos, there are now a lot more synergies at the IAF. “We are all now of one mind here at the IAF. We have a great team. We’re on track.”

VI. Executive Session

Salazar moved to go into executive session. Amb Dodd seconded. (This portion of the meeting is omitted from the minutes.)

VII. Adjournment

The meeting was adjourned 1:18 by new IAF Chairman Arriola, who thanked outgoing Chairman Salazar for his leadership.